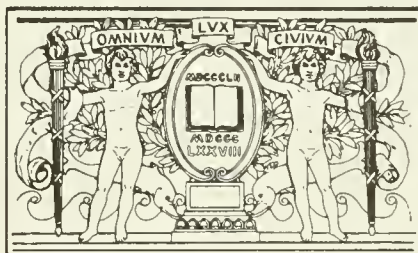


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SPECTRUM
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SPECTRUM

B O S T O N

December 23, 1988

The Boston Redevelopment Authority
Harbor Planning and Development Office
Charlestown Navy Yard
One First Avenue
Charlestown, MA 02129

To the Boston Redevelopment Authority:

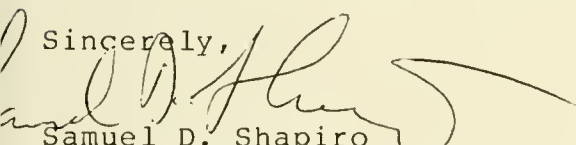
The attached qualifications statement and forms #254 and 255 and relevant service descriptions serve as our submission of qualifications to the Harbor Planning and Redevelopment Office for consideration in receiving an RFP for "Harborwalk Phase I" signage system.

Spectrum Boston is uniquely qualified to undertake the development of the Harborwalk signage program through our team approach to projects:

- We ask the right questions
- We base our research on the physical and informational needs of the project. The result of this process yields a signage system that meets the needs of its intended audience and creates a format that is both timeless and natural in its environment.

Thank you for this opportunity to submit our qualifications.

Sincerely,



Samuel D. Shapiro
Vice President,
Business Development

/attch.

Qualification Statement
Harborfront Signage System - Phase I
December 1988

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Letter of Intent

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1988 Client Listing

CLIENT PROFILE LIST: 1988 (January to June)

1988 Accounts		(6 mos) GROSS BILLINGS	(12 mos) '87 GROSS BILLINGS	(12 mos) '86 GROSS BILLINGS	(12 mos) '85 GROSS BILLINGS
1. American Standard	Piscataway, NJ	\$9.0	\$195.8M	\$209.4M	\$12.5M
2. Bernzomatic	Medina, NY (July)	2.0	--	--	--
3. Black & Decker	Shelton, CT	3.8	--	--	--
4. Curtis Mfg.	Jaffrey, NH	38.9	13.5	--	--
5. Ground Round	Braintree, MA	53.1	8.8	--	--
6. InterMETRO	Wilkes-Barre, PA	170.6	180.7	--	--
7. Johnson Level	Mequon, WI	10.2	67.2	54.9	5.0
8. Keeper	Willimantic, CT	3.9	3.2	11.8	18.8
9. Little League	Williamsport, PA	6.2	--	--	--
10. J. Peter Lyons	Waltham, MA (July)	0.1	--	--	--
11. Mass. Rehab.	Boston, MA	2.0	--	--	--
12. MWRA	Charlestown, MA*	11.0	--	--	--
13. Millex	Lexington, KY	1.2	20.0	--	--
14. Pepperidge Farm	Norwalk, CT	0.3	--	--	--
15. Phelon Magnagrip	Wilbraham, MA	5.0	--	--	--
16. Price Pfister	Pacoima, CA	70.4	--	--	--
17. Tufts University	Medford, MA	19.9	9.3	1.1	8.7
18. Woods Wire	Carmel, IN	1.6	44.2	157.8	221.4
Totals		\$409.2M	\$542.7M	\$435.0M	\$266.4M

* Client during later half of 1988

Description of Top Accounts

OVERVIEW OF TOP ACCOUNTS

1. American Standard: Three year relationship. Designed and implemented programs for both wholesale (to contractors) and retail (to consumers). Accomplishments include:
 - o Organizing and developing a program sell-in for Amarilis faucets through wholesale. Overcame many problems with product confusion, customer dissatisfaction, poor American Standard reputation. Sell-in so successful, back ordered for two straight years.
 - o Researched and developed a new strategy for American Standard at retail including: Product line definition, positioning, packaging, merchandising, sell-in materials, and trade show booths (2). 330% increase in sales in one calendar year. Category leadership established.
 - o Successful introduction of new technology bathtub for wholesale. Complete sell-in kit for architects, builders, wholesalers. In introduction presently.
 - o Faucet Liquidation Program through wholesalers. Developed a three tier promotion to motivate sales force, wholesaler, and contractor. Beat projections, moved more faucets from old inventory in one month than were sold through all channels and styles together in four months.

Relationship ended by our hand early this year when marketing budget dried up for approximately one year due to hostile takeover bid coupled with marketing budget problems. We couldn't wait it out although the plan was to have us replace all non-media functions of the agency.

American Standard Inc.
United States
Plumbing Products Group
1 Centennial Plaza
P.O. Box 6820
Piscataway, NJ 08855-6820
Telephone 201 960 3000

*American
Standard*
PURE LUXURY

November 3, 1987

Spectrum Boston
79A Chestnut Street
Boston, MA 02108

Attention: Mr. George Boesel

Dear George:

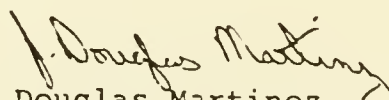
On behalf of American Standard, I would like to thank you and your staff for your efforts and dedication in making the Amarilis/Ceramix promotion a great success.

Thanks to your creativity and ingenuity, we exceeded our goals by quite a large margin, and at the same time, we reassured our sales force and our customers of our commitment to selling quality products.

This promotion was so well received that we exceeded our target on the 16 selected models by almost 30%, representing seven months of average sales; our intention was to sell 60,000 total Amarilis/Ceramix faucets -- we met this objective, which equalled four months of average sales. Overall, the promotion resulted in one of the largest total faucet sales months within the last five years.

George, you have our sincere thanks, and our congratulations to you and your staff for a job well done!

Yours truly,



Douglas Martinez
Marketing Manager, Faucets

JDM:nmq
(D033)

cc: M.J. Suzanski
M. Sullivan
R. O'Brien

2. Aigner, Division of Avery International

Two year relationship to research and develop a line of new office products for NOPA distribution.

- o Conducted national focus groups, interviews, and store audits
- o Developed a new product "process" for the company to follow.
- o Defined the average open-to-buy and target office products customer
- o Developed twenty five new product concepts for secretaries

Intercept tested all 25 products against known products, developed price point and likelihood of purchase numbers

- o Refined five products, interfaced with manufacturers.
- o Helped make key account presentations to major wholesalers

Product went on hold during Avery International restructuring and relocation of Aigner Management to West Coast.

3. Ground Round Restaurants

Nine month relationship. A primary supplier of on-premise sales promotions.

- o Developed 1988 Super Bowl Promotion
- o Completed a baseball theme promotion for summer '88 including license negotiation for five major league baseball teams, billboard at Fenway Park, on-premise materials and tie-in to Little League play-offs.

Finishing negotiation for annual contract.

4. InterMETRO Industries

One year relationship. InterMETRO was interested in exploring the opportunity for new distribution channel sales.

- o Conducted opportunity definition study of market, competitors, and products needs.
- o Presented findings to senior management and owner.
- o Developed innovative products (20) including "interactive" concept.
- o Drove Metro R & D and engineers to accelerate two year development cycle into four months.
- o Developed packaging and merchandising concepts

InterMETRO pulled back all finish work and collateral for in-house agency to do (political). SBC hired to make key account presentations with InterMETRO.

5. Johnson Level and Tool

Three year relationship. Developed a complete program to reposition a company from a "look like the leader" strategy to category leadership.

- o Developed new market strategy
- o Developed new packaging, merchandising, and point-of-sales materials.
- o Redesigned trade show booth
- o New product development
- o Pushed for client to hire new sales/marketing manager
- o Company achieved 100% sales growth in two years.

Our work right now is in a support-as-needed mode while the new sales manager gets the rep organization restructured.

6. Keeper Corporation

Four year relationship. Helped an entrepreneur to rethink selling strategy.

- o Developed new packaging
- o Taught client to sell programs not products
- o Developed sales collateral materials
- o New product development
- o New product introductions
- o Client has grown sales billings 400% since we met.

Good long term business relationship, but small business.

KEEPER[®]

CORPORATION

July 21, 1988

George Boesel
SPECTRUM BOSTON
85 Chestnut Street
Boston, MA 02108

Dear George,

Just a note of appreciation for the work done by Spectrum Boston since 1985. Our sales have expanded impressively at 31%, 54%, and currently at 51% annually, largely because of your assistance.

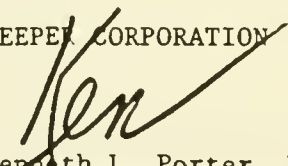
The conceptualization and implementation of a program that included, what has proven to be, excellent packaging and attention getting colateral material, is where Spectrum Boston assisted KEEPER so substantially.

Your attention to our customers' needs and ability to distill the variety of markets we operate in is impressive and provided us with a sense of success almost before it actually began.

George, I look forward to working with Spectrum Boston on our new product line and thank you for your initiative on our behalf.

Very truly yours,

KEEPER CORPORATION



Kenneth L. Porter, III
President

KLP/dg



14.

7. Woods Wire, Inc.

Four year relationship. Over the term of the relationship, we have helped Woods double in size and assume a leadership position in their market. Woods has been a valuable source of references to prospects for SBC and will continue to be one. The following are key points:

- o Projects scope: Corporate identity, all major packaging, merchandising, and sell-in materials, new product development, trade show booth planning, market research, and strategic planning.
- o Successful positioning and sell-in of surge protection line
- o Reworking core cord line down from nine types of wire to three
- o Stepping customers up one wire gauge across the entire line.
- o Established market leadership which allowed easier sell-in of new products
- o Successful sell-in of T.V., video, and telephone accessories, tools, testers, and home controls programs
- o Significant sales growth for Woods
- o Concepting and developing major and minor new products and lines
- o Product design for line extensions and new products
- o Participation in sales meetings

Woods®

March 24, 1988

Mr. George Boesel
Spectrum Boston
79A Chestnut Street
Boston, MA 02108

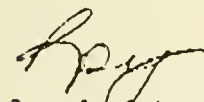
Dear George:

Confirming our phone conversation today, you will be glad to know that our cordset packaging has made a substantial improvement in shifting the industry from 16 gauge commodity cords to more profitable 14 gauge cords. And, the consumer reaps the benefit of having a better cord for their needs.

As you know, until we made the change in our packaging, all cords were considered the same and price was the only difference. Now, consumers are choosing to step themselves up to a heavier gauge cord to meet their needs. And, in doing so, provides better gross margin for retailers and Woods.

You'll notice I said "change the industry", which in fact we did when soon after we introduced our new packaging, the competition copied it! Thanks for helping Woods. We'll be in contact soon to start a new project.

Sincerely,



Roy J. Schneider
Vice President
Marketing

RJS/th



8. Sunbeam, Division of Allegheny International

Two year relationship. Working with Sunbeam research data and a preliminary prototype, we developed the complete new product introduction program.

- o Product positioning
- o Product naming
- o Product design and panel design
- o Logo
- o Packaging
- o Window decal for point of sale
- o Sell-in literature

The new oven's introduction was very successful and compared by them to the other big Sunbeam product, the Oscar. Sales are good, the other manufacturers are knocking it off. The marketing manager from Sunbeam has taken a Director of Marketing position at Wearever.

9. Price Pfister, Inc.

Six month relationship. The (ex-American Standard) Price Pfister Director of Marketing brought us in to tighten up the point-of-sale and sell-in programs prior to major push eastward.

Key points are:

- o Store audits, buyer, and internal management team interviews conducted to learn areas of opportunity.
- o SBC suggested a new line positioning strategy that has the potential to deepen sell-in.
- o Packages reworked to get down to 10 stock sizes from 40 plus.
- o Category color coding added to organize products.
- o Merchandisers reworked to aid sell-through
- o Full program brochure developed to sell-in to new customers
- o SBC to participate in sales meeting in August '88

Resell opportunities have been indicated for SBC by Price Pfister for September/October. Price Pfister has been purchased by Emhart and will introduce SBC to Emhart Management in August at sales meeting

Spectrum Boston Consulting
Introductory Material

SPECTRUM BOSTON CONSULTING

Company Philosophies and Services

Background

Changing issues and priorities in the American market have caused business and service organizations to alter the way they conduct business and present themselves to the public. Managers are interested in the market and public driven issues for the 80's and 90's. It is with this understanding that Spectrum Boston Consulting (SBC) bases its services and "client results" approach.

The Future

America is facing a new set of conditions: increased competition, new public issues, shortened new program lead times, rapid information program processing, consumer information overload, and distribution evolution. The growing group of generalist service companies will be there to help human service organizations and businesses cope. Consultants bring a wealth of theoretical and factual experience from each past job to the next task at hand. The more complex and fast-paced the world, the greater the need will be for specialist-generalists.

Strategy

Spectrum is part of a small but growing group of businesses that focus on marketing challenges from a generalist perspective--how does the assignment fit in with the client's future goals. This overview identifies resources that can be tapped, and many times, unseen opportunities. The concept is a spectrum of services that can successfully accomplish clients' objectives, driven by a generalist overview that keeps the work on target. Unlike specialists (an advertising agency sells advertising as the solution to all problems), the generalist selects the service from his arsenal that will best achieve results for his clients. We are in the business of achieving successes for our clients and in the future our services will shift as our clients' needs shift. Our goal is to be productive, effective, and bring noticeable benefit to our clients.

COMPANY FACT SHEET

Company: Spectrum Boston Consulting, Inc.

Line of Business: Marketing, Design, Sales, and
Promotion Consulting

Status: Formed as the result of the split of
Spectrum Boston, Inc. into two companies.
Incorporated October 1987
Privately held, Stockholder:
George F.W. Boesel

Management: George Boesel, President
Lee Martz, VP, Administration
Michael G. Sullivan Promotional Director
Craig M. Moeller, Director of Marketing
Samuel D. Shapiro, VP, Business
Development

General Counsel: Eugene Isaak, Attorney
60 State Street
Boston, MA 02110

Accountant: Leonard Pepe
Pepe, Pelletier & McShane, Inc.
Certified Public Accountants
1285 Hancock Street
Quincy, MA 02169

Spectrum Boston Consulting

WHAT DO WE HAVE TO OFFER?

- o Full graphic design and production capabilities - concept through execution
- o Marketing Opportunity Definition and Planning
- o Organizational/Corporate Identification
- o Collateral Product Design and Development
- o Materials or Packaging - From press and information kits to new products
- o Merchandising - Products and services
- o Program Support Literature
- o Program and/or Service Promotion

Spectrum Boston Consulting
Personnel Biographies

GEORGE BOESEL

PRESIDENT

As President, George Boesel oversees both people and projects to insure that the corporate standards for innovation, quality, attention to detail, and results for clients are met.

Prior to Spectrum Boston, Mr. Boesel served as Vice President for Gregory Fossella Associates, a Design and Marketing Firm offering product design, graphics, and marketing services. His clients included: Armstrong, Bristol Meyers, Devcon Adhesives, Diston Tool, Stanley Hardware, Honeywell, Sunbeam Appliance, Itek, Trak Skis, Sherwin Williams, Pennzoil, Rush Hampton Industries, Shaeffer Eaton, Sears Craftsman, and Georgia Pacific.

Before working with Fossella Associates, Mr. Boesel worked for the Gillette Company, Personal Care Division as a Packaging Engineer and Art Coordinator. Responsibilities included overseeing development and production of primary packaging and point-of-sale promotional materials.

He is a graduate of Southern Illinois University with a bachelor's degree in design and is a member of the Packaging Institute.

SAMUEL D. SHAPIRO

VP, BUSINESS DEVELOPMENT

As Business Development Specialist, Sam Shapiro brings to Spectrum a diverse background in media materials production, broadcast television, and food service marketing, promotion, sales, and packaging.

Before joining Spectrum, Mr. Shapiro founded and served as president of a specialty bakery distribution company. Clients included major New England and national chains such as Star Market, Roche Brothers, and Bloomingdales. Personal service and innovative marketing became a standard for operating his business, as well as developing productive, lasting relationships with clients at Spectrum.

Prior to the baking business, Mr. Shapiro served in a variety of positions for New England affiliates of all three networks. He was previously Director of Educational Television and Health Science Media Director for Boston University.

Mr. Shapiro is a graduate of Boston University with a degree in Communications and a Master's Degree in Broadcasting. He serves as a member of B.U.'s COM National Alumni Board of Directors and is a board member of The National Television Academy.

CRAIG M. MOELLER

DIRECTOR OF MARKETING

As Director of Marketing, Craig Moeller leads Spectrum Boston's marketing services for our clients, which include strategic planning, tactical program planning, new product positioning and development, marketing research, and program implementation.

Mr. Moeller brings to Spectrum Boston a proven success record, a thorough understanding of all aspects of the marketing process in an assortment of industries, and specific skills at organizing and effecting results in complicated organizations.

Mr. Moeller's industry experience includes housewares, office products, hardware, and home center. He has worked for several major international firms, including Avery International (Aigner Products Division), North American Philips Corporation (Norelco), General Electric (Housewares), and Dresser Industries (S-K Tools). As a Marketing Manager for these firms, his line management experience has involved him in extensive new product development and merchandising programs, international and domestic sourcing, and business opportunity planning.

He has a masters degree in Business Administration in Marketing from the University of Michigan, and a Bachelor's Degree in Economics from Northwestern University.

MICHAEL G. SULLIVAN
VP, PROMOTIONS DIRECTOR

From concept to execution, Michael Sullivan provides our clients with an uncompromising commitment to excellence, innovation, and leadership in the area of sales promotion.

Formerly, he was Director of Marketing and Promotional Services at Arnold Marketing and Advertising. He oversaw the marketing and sales promotion activities of the largest McDonald's co-op in the United States, encompassing over 700 stores in New England and upstate New York. He was a recognized leader in the area of sales promotion for McDonald's and has many regional and national programs to his credit. He also created the first on-pack premium program in the history of the Eastman-Kodak Company. The NASCAR-Kodak Racing Team package has produced \$12,000,000 in sales for Kodak. This concept is now being adapted to Kodak's mainline consumer packaging.

At Kent M. Wright Associates, he conceived, presented, and executed a national consumer product promotion for AT&T. Today, this promotion has evolved into a multi-million dollar profit center for AT&T Communications, headquartered in Basking Ridge, New Jersey.

At Dickinson Direct Response, he founded a financial marketing division, targeting financial institutions. Today, their sales exceed \$25,000,000 annually.

His client roster past and present includes: McDonalds, AT&T, Kodak, Midas, Heublein, Fanny Farmer, Grolier, Fleet National Bank, Irving Trust, Shawmut, CitiBank, Colombo Yogurt, New England Patriots Football Club, American Standard, Exxon, Miller Brewing Company, Ground Round Restaurants Inc., and Proctor and Gamble.

Mr. Sullivan has a Bachelor of Science Degree in Marketing and Finance. He has conducted international, national, and regional seminars on direct marketing, telemarketing, and sales promotion for AT&T, the Bank Marketing Association, The Savings Bank Association of America, and others.

LEE MARTZ

VP/FINANCIAL COORDINATOR

Financial coordination is the responsibility of Lee G. Martz, using the integrated software system Spectrum has in place for job costing and tracking.

Ms. Martz brings to task her experience in establishing and computerizing billing, financial control, and information systems.

Skills in these areas were honed during her tenure at Peabody Office Furniture Corp., where responsibilities included design, updates, and implementation of procedures and training programs for new, computerized order entry, acknowledgment, receiving, billing, and order status information system during an extremely high growth phase of the business.

Prior to her three years at Peabody's, Lee planned and managed the new in-house, computer-based billing office for the Department of Psychiatry at Dartmouth Medical School. Under her guidance, new fiscal reporting and verification mechanisms were established.

Ms. Martz obtained her MBA from Boston University. She was an honors student as well during her undergraduate years at Brown University.

CYNTHIA CROZIER

SENIOR DESIGNER/PROJECT MANAGER

As Project Manager, Cynthia Crozier oversees the creative strategy and direction of a project once it is brought into Spectrum. Ms. Crozier is responsible for the creative development, production, scheduling, and coordination of the internal resources needed to complete each project.

Prior to joining Spectrum Boston, Ms. Crozier was a designer for the design department at WGBH-TV in Boston. While there, Ms. Crozier was involved with accounts that included broadcast media publications and internal promotions.

A graduate of the Rhode Island School of Design, with a B.A. in Graphic Design, Ms. Crozier is also a member of the American Institute of Graphic Artists.

DALE EDMONDSON

SENIOR DESIGNER/PROJECT MANAGER

As Project Manager, Dale Edmondson oversees the creative strategy and direction of a project once it is brought into Spectrum. Mr. Edmondson is responsible for the creative development, production scheduling, and coordination of the internal resources needed to complete each project.

Prior to joining Spectrum Boston, Mr. Edmondson served as an Art Director for Ogilvy & Mather Inc., a multinational promotion and advertising agency in London. While there, Mr. Edmondson worked on both national and international accounts that included telecommunication and computer concerns, packaged goods, and consumer promotions.

A graduate of North Carolina State University with a bachelor's degree in Environmental/Graphic Design, Mr. Edmondson is also a member of the American Institute of Graphic Artists.

DALE SPRAGUE

DESIGNER/PROJECT MANAGER

As a member of the design team at Spectrum Boston, Dale Sprague supervises and participates in design programs that address marketing problems and opportunities. His experience in packaging, merchandising, sales collateral materials, product design, identity development, and promotional design has proven valuable on major programs under his coordination. His clients include: American Standard, Dennison National, General Electric, InterMETRO Industries, Pacific Chloride, S.D. Warren, Sunbeam, and Woods Wire.

As past designer for Hughes Associates, a Boston based design firm, Dale was involved in the design and production of such elements as annual reports, logos, packaging, and corporate collateral. Prior to Hughes Associates, Mr. Sprague was an Assistant Art Director for IHRDC (International Human Resources Development Corporation). Dale's responsibilities were coordinating video production and technical illustration.

Mr. Sprague holds a degree from the Rochester Institute of Technology, with a BFA in Communication Design.

Dale received a Distinctive Merit Award in the Boston Art Directors Club, 1986, and was recognized in the 1988 Print Annual Magazine edition.

ELIZA TASSIAN

DESIGNER/PROJECT MANAGER

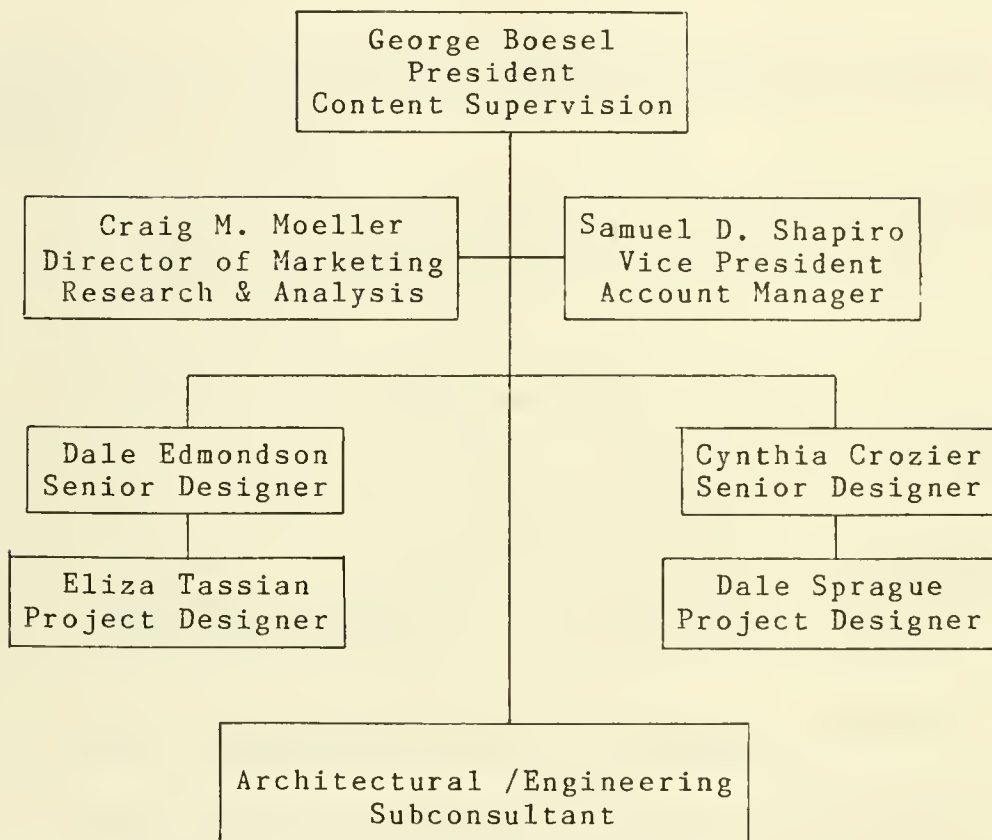
A member of the design team at Spectrum Boston, Eliza Tassian affords clients considerable experience in packaging and collateral design as well as corporate identity development.

As a designer for GTO, a Cincinnati based design firm, Ms. Tassian developed the corporate identity and signage system for Bethesda Inc., the largest hospital network in southern Ohio. Other projects at GTO included promotional work for Proctor and Gamble as well as work on annual reports for Federated Department Stores (Bloomingdale's, Rich's, Bullock's, I. Magnin, etc.). Taft Broadcasting, Wendy's and The Kroger Company.

Furthering her packaging and collateral design capabilities at Gregory Fossella Associates (Boston), Ms. Tassian worked on comprehensive packaging and merchandising programs for such clients as W.R. Grace, Georgia-Pacific, Ford Motor Company, Bike, and Purolator-Courier.

While at Selame Design (Boston), packaging and collateral clients included Amoco, Veryfine, Fram, and Ameritech.

A graduate of Vanderbilt University with a Bachelor of Arts degree in Economics and Fine Arts, Ms. Tassian also holds a Bachelor of Fine Arts degree in Graphic Design from the Rhode Island School of Design.

HARBORWALK SIGNAGE DEVELOPMENT TEAM

Spectrum Boston Consulting

Staff approach to Harborfront Signage Project

Spectrum Boston Consulting views the Harborwalk signage project as an opportunity to do more than relay basic information. We feel that this program should be developed so that the signage:

- Is engaging, interactive in its theme, and tells a complete story of the Boston Harborfront including landmarks, exhibits and historical sites of cultural significance.
- Complements existing signage in design, color, choice of materials and size.
- Will contain a variety of informational elements developed to be a cohesive system.
- Increases interest levels through a historical theme, carried through all signage, yet allowing individual elements to stand alone in their historical message.
- Will be interactive on many levels, depending on the individual needs of its audience.
- System that is approached by our team includes input from architectural and engineering consultants, affording us the technical support necessary for implementation of complete signage programs.

Project Completion Schedule
(Anticipated)

In submitting this Qualification Statement, Spectrum Boston Consulting acknowledges understanding and acceptance of all terms of the proposed signage project, identified in the RFQ as "Scope of Services". Spectrum Boston Consulting further agrees to subcontract with all vendors necessary for the timely completion of all aspects of this project.. per section six of the RFQ, "Time and Performance", and also acknowledges the requirement of the timely completion of this project within six months.

Conformance with the Boston Sign Code

Our understanding of the Boston Sign Code will confirm that, per the 1980 revision,

"The zoning amendments regarding signs were developed in an effort to limit the size, clutter and inefficiency of uncontrolled signage. Almost all of the historic districts have an architectural character worth preserving and enhancing. This sense of history and feeling of architectural unity is one of Boston's unique characteristics; it is attractive to both tourists and residents alike."

Spectrum Boston Consulting is in agreement with all ordinances and beliefs set forth in the SIGN CODE, and assures adherence to all standards, notes, regulations and codes set forth therein in any signage development program undertaken.

Boston Signage - Definitions

Per the Boston Sign Code, 1980 revision, Spectrum Boston acknowledges understanding of signage definitions and siting regulations as set forth in Section 2-1 and Article II, Sections 11-1 through 11-8 of the Code.

Continuing Work with Public Agencies

Spectrum Boston Consulting has submitted a proposal and been selected as a graphic service provider to the Massachusetts Water Resources Authority, Boston, MA. We have recently completed the first public information newsletter of the Authority, are beginning an internal informational newsletter and anticipate upcoming projects.

Spectrum Boston has completed design work for the Massachusetts Rehabilitation Commission, Boston, MA. Samuel D. Shapiro, Vice President of Spectrum Boston, has been actively involved in projects for the Commission for over 12 years and serves as a consultant on media production projects and signage development.

Our firm has contacted the Massachusetts Departments of Education, Mental Health, and Recreation about inclusion in the bid process on future RFPs.

Copies of Notarized
MBE/WBE Forms

Attached please find notarized copies of
MBE/WBE compliance forms as required by
Commonwealth of Massachusetts vendor contracting
programs. Subcontractor minority hiring compliance
forms are available upon request.

SWORN STATEMENT
REGARDING EQUAL EMPLOYMENT OPPORTUNITY

The undersigned, being first duly sworn, on oath states to the MWRA of Massachusetts on behalf of the Proposer as follows:

A. This Sworn Statement Regarding Equal Employment Opportunity constitutes the Proposer's plan of affirmative action to be followed in the event a contract is awarded to the Proposer to ensure equal employment opportunity is afforded by the Proposer and the Proposer's subcontractors while providing specific materials and supplies or consulting or construction services for the Authority.

B. The Proposer agrees that submission of this Sworn Statement constitutes an acknowledgement of the Authority's equal employment opportunity requirements.

C. The Proposer hereby designates:

Name: Lee G. Martz
Title: Vice President, Administration

as the person who has been charged by the Proposer with the responsibility for carrying out and reporting the Proposer's compliance with this plan of affirmative action.

D. The Proposer gives assurance that this plan of affirmative action will be communicated to supervisors and other employees of the Proposer.

E. The Proposer gives assurance that the Proposer's work force on the project will include substantial percentages of minorities and women, and that the percentages set forth on the Proposer's Project Employment Profile will be the Proposer's minimum levels of commitment to minority and women employment during this project. Underrepresentation of minorities and women will not itself be deemed a violation of Authority's policy, where the Consultant adopts reasonable affirmative action measures in good faith.

F. The Proposer gives assurance that the Proposer will correct deficiencies of underrepresented persons at all

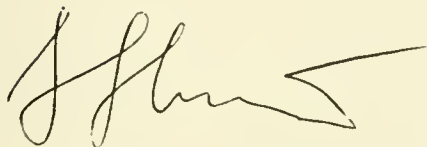
**SWORN STATEMENT REGARDING MINORITY AND WOMEN BUSINESS
ENTERPRISE SOLICITATION AND UTILIZATION COMMITMENT**

Summary of Commitment:

1. Percentage of Minority Business Enterprise Participation 20% (minimum)
2. Percentage of Women Business Enterprise Participation 33% (minimum)

E. As demonstration of the Proposer's compliance and efforts, the Proposer has completed the MBE/WBE Consultant Utilization Analysis which is incorporated herein by this reference. The Proposer has identified herein those MBE/WBEs with whom the Proposer will subcontract if awarded this Contract.

F. The Firm will at the negotiation conference, produce Letters of Intent or subcontractor agreements substantially consistent with the commitments.



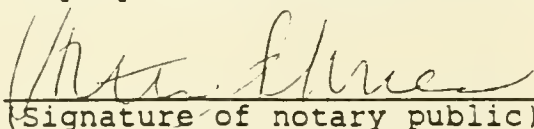
Spectrum Boston Consulting, Inc.
Name of Proposer

By: Samuel D. Shapiro
Title: Vice President, Business Dev.

State of Massachusetts
County of Suffolk

I certify that I know or have satisfactory evidence that Samuel D. Shapiro signed this instrument, on oath stated that (he/she) was authorized to execute the instrument and acknowledged it as the Vice President of Spectrum Boston Consultg. to be the free and voluntary act of such party for the uses and purposes mentioned in the instrument.

Date: 8/19/88


(Signature of notary public)

(Stamp or Seal)

President and CEO
Title

My appointment expires 2/10/95

References

Per Section F:

The following list represents a cross section of clients that Spectrum is (or was) actively involved with in a variety of graphic art, materials design, and promotional programs.

1. Steve Hunt, Ben Davis - Division of Public Education,
MWRA. (Involved in production of
internal & external publications).
2. Tim Hughes - Director, Little League Baseball
Williamsport, PA
2. Larry Cancro - Director of Marketing, Boston Red Sox
3. Roy Schneider - Woods Wire, Carmel, IN
4. Fritz Von Ulmer - Vice President, Marketing,
Ground Round Restaurants
5. Larry Warnock - Marketing Director, Massachusetts
Rehabilitation Commission (Projects
Under Discussion)
6. Rick Kirkpatrick - Regional Manager, Campbells Food Co.,
Regional Office, W. Roxbury, MA

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Architect-Engineer,
and Related Services
Questionnaire

Spectrum Boston Consulting, Inc.

85 Chestnut Street

Boston, MA 02108

1984

12/18/88

4. Specify type of ownership and check below, if applicable

Corporation

A. Small Business

B. Small Disadvantaged Business

C. Woman-owned Business

1a. Submittal is for ☒ Parent Company ☐ Branch or Subsidiary Office

5. Name of Parent Company, if any:

5a. Former Parent Company Name(s), if any, and Year(s) Established:

Captain Graphics Inc 1968
Spectrum Boston Inc. 1984

6. Names of not more than Two Principals to Contact: Title / Telephone

1) George F.W. Boesel, President 617-367-1008

2) Samuel D. Shapiro, Vice President 617-367-1008

7. Present Offices: City / State / Telephone / No. Personnel Each Office

Spectrum Boston Consulting, Inc.

85 Chestnut Street

Boston, MA 02108

10 Full time personnel

(design & marketing consultants)

10 full time personnel

(does not include personnel
of architectural or
engineering firms)

7a. Total Personnel

8. Personnel by Discipline: (List each person only once, by primary function)

Administrative	Electrical Engineers	Oceanographers
Architects - subcontractor	Estimators	Planners: Urban/Regional
Chemical Engineers	Geologists	Sanitary Engineers
Civil Engineers	Hydrologists	Soils Engineers
Construction Inspectors	graphicInterior Designers (4)	Specification Writers
Draftsmen	Landscape Architects	Structural Engineers
Ecologists	Mechanical Engineers	Surveyors
Economists	Mining Engineers	Transportation Engineers
	Subcontractors	

1 Industrial designer

1 Marketing/Research Director

1 Promotional Dir.

1 Business Dev. Specialist

9. Summary of Professional Services Fees Received (Insert index number)

Last 5 Years (most recent year first)

19 88	19 87	19 86	19 85	19
4	4	4	4	

Direct Federal contract work, including overseas

All other domestic work

All other foreign work*

*Firms interested in foreign work, but without such experience, check here: 11

Ranges of Professional Services Fees

1	Less than \$100,000
2	\$100,000 to \$250,000
3	\$250,000 to \$500,000
4	\$500,000 to \$1 million
5	\$1 million to \$2 million
6	\$2 million to \$5 million
7	\$5 million to \$10 million
8	\$10 million or greater

- 001 Acoustics; Noise Abatement
 002 Aerial Photography
 003 Agricultural Development; Grain Storage; Farm Mechanization
 004 Air Pollution Control
 005 Airports, Navalds; Airport Lighting, Aircraft Fueling
 006 Airports; Terminals & Hangars; Freight Handling
 007 Arctic Facilities
 008 Auditoriums & Theatres
 009 Automation, Controls, Instrumentation
 010 Barracks; Dormitories
 011 Bridges
 012 Cemeteries (*Planning & Relocation*)
 013 Chemical Processing & Storage
 014 Churches, Chapels
 015 Codes; Standards; Ordinances
 016 Cold Storage; Refrigeration; Fast Freeze
 017 Commercial Buildings (*low rise*); Shopping Centers
 018 Communications Systems; TV, Microwave
 019 Computer Facilities, Computer Service
 020 Conservation and Resource Management
 021 Construction Management
 022 Corrosion Control; Cathodic Protection; Electrolysis
 023 Cost Estimating
 024 Dams (*Concrete, Arch*)
 025 Dams (*Earth, Rock*); Dikes, Levees
 026 Desalination (*Process & Facilities*)
 027 Dining Halls; Clubs, Restaurants
 028 Ecological & Archeological Investigations
 029 Educational Facilities, Classrooms
 030 Electronics
 031 Elevators; Escalators, People-Movers
 032 Energy Conservation, New Energy Sources
 033 Environmental Impact Studies, Assessments or Statements
 034 Fallout Shelters, Blast-Resistant Design
 035 Field Houses, Gyms; Stadiums
 036 Fire Protection
 037 Fisheries; Fish Ladders
 038 Forestry & Forest Products
 039 Garages; Vehicle Maintenance Facilities; Parking Decks
 040 Gas Systems (*Propane, Natural, Etc.*)
 041 Graphic Design
 043 Heating; Ventilating, Air Conditioning
 044 Health Systems Planning
 045 Highrise; Air-Rights-Type Buildings
 046 Highways; Streets; Airfield Paving; Parking Lots
 047 Historical Preservation
 048 Hospital & Medical Facilities
 049 Hotels; Models
 050 Housing (*Residential, Multi-Family; Apartments; Condominiums*)
 051 Hydraulics & Pneumatics
 052 Industrial Buildings; Manufacturing Plants
 053 Industrial Processes; Quality Control
 054 Industrial Waste Treatment
 055 Interior Design; Space Planning
 056 Irrigation; Drainage
 057 Judicial and Courtroom Facilities
 058 Laboratories; Medical Research Facilities
 059 Landscape Architecture
 060 Libraries; Museums; Galleries
 061 Lighting (*Interiors; Display; Theatre, Etc.*)
 062 Lighting (*Exteriors; Streets; Memorials; Athletic Fields, Etc.*)
 063 Materials Handling Systems; Conveyors, Sorters
 064 Metallurgy
 065 Microclimatology; Tropical Engineering
 066 Military Design Standards
 067 Mining & Mineralogy
 068 Missile Facilities (*Silos; Fuels; Transport*)
 069 Modular Systems Design; Pre-Fabricated Structures or Components
 070 Naval Architecture; Off-Shore Platforms
 071 Nuclear Facilities; Nuclear Shielding
 072 Office Buildings; Industrial Parks
 073 Oceanographic Engineering
 074 Ordnance; Munitions; Special Weapons
 075 Petroleum Exploration; Refining
 076 Petroleum and Fuel (*Storage and Distribution*)
 077 Pipelines (*Cross-Country—Liquid & Gas*)
 078 Planning (*Community, Regional, Area-wide and State*)
 079 Planning (*Site, Installation, and Project*)
 080 Plumbing & Piping Design
 081 Pneumatic Structures, Air-Support Buildings
 082 Postal Facilities
 083 Power Generation, Transmission, Distribution
 084 Prisons & Correctional Facilities
 085 Product, Machine & Equipment Design
 087 Railroad, Rapid Transit
 088 Recreation Facilities (*Parks, Marinas, Etc.*)
 089 Rehabilitation (*Buildings; Structures; Facilities*)
 090 Resource Recovery; Recycling
 091 Radio Frequency Systems & Shieldings
 092 Rivers; Canals; Waterways, Flood Control
 093 Safety Engineering, Accident Studies, OSHA Studies
 094 Security Systems; Intruder & Smoke Detection
 095 Seismic Designs & Studies
 096 Sewage Collection, Treatment and Disposal
 097 Soils & Geologic Studies, Foundations
 098 Solar Energy Utilization
 099 Solid Wastes; Incineration; Land Fill
 100 Special Environments; Clean Rooms, Etc.
 101 Structural Design; Special Structures
 102 Surveying, Platting; Mapping; Flood Plain Studies
 103 Swimming Pools
 104 Storm Water Handling & Facilities
 105 Telephone Systems (*Rural; Mobile; Intercom, Etc.*)
 106 Testing & Inspection Services
 107 Traffic & Transportation Engineering
 108 Towers (*Self-Supporting & Guyed Systems*)
 109 Tunnels & Subways
 110 Urban Renewals; Community Development
 111 Utilities (*Gas & Steam*)
 112 Value Analysis, Life-Cycle Costing
 113 Warehouses & Depots
 114 Water Resources; Hydrology; Ground Water
 115 Water Supply, Treatment and Distribution
 116 Wind Tunnels, Research/Testing Facilities Design
 117 Zoning; Land Use Studies
 201 Water Resources, Public
 202 Water-Relations Materials
 203 Packaging and Distribution
 204 System Development
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Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	(in thousands)	Code	Projects (in thousands)
1) 41	22	\$582M	11)			21)	
2) 85	5	230M	12)			22)	
3) 201	19	265M	13)			23)	
4) 203	18	383M	14)			24)	
5)			15)			25)	
6)			16)			26)	
7)			17)			27)	
8)			18)			28)	
9)			19)			29)	
10)			20)			30)	

11. Project Examples, Last 5 Years

Profile Code	"P", "C", "JV", or "IE"	Project Name and Location	Owner Name and Address	Cost of Work (in thousands)	Completion Date (Actual or Estimated)
41 203 201	P	1 American Standard, InStoreSign- age, Consumer Info Signage, packaging, promotion and distribution programs	American Standard Inc 1 Centennial Plaza Piscataway, NJ 08854	\$400 M+	1988
41 85 201 203	P	2 Woods Wire, Inc, DisplaySignage, Marketing consulting, packaging and Merchandising programs	Woods Wire Inc. 510 Third Avenue, S.W. Carmel, IN 46032-6675	\$400M+	1988
41 201 203	P	3 Johnson Level & Tool Packaging, Merchandising Program Merchandising Signage	Johnson Level & Tool Mfg. Co. 6333 West Donges Bay Road Mequon, WI	\$100M+	1988
41 201	P	4 Mass Water Resources Auth. Newsletter design	Mass Water Resources Auth. Charlestown Navy Yard 100 First St., Boston, MA	\$12M	1988
41 201 203	P	5 Keeper Corporation Packaging, Advertising Design	Keeper Corporation Young Street Willimantic, CT 06226	\$37M	1988
41 201	P	6 Ground Round, Inc. Signage, Bill boards, Banners of promotional events and graphic materials	Ground Round, Inc. 541 Main Street South Weymouth, MA 02190	\$61M+	1988
201	P	7 Black & Decker Naming Wet/Dry Vacuum	Black & Decker, Inc. 6 Armstrong Road Shelton, Ct 06484	\$3M+	1988

201 203		Packaging program, materials Consulting, Point-of-purchase materials design	InterMetro Industries Corp. North Washington St Wilkes-Barre, PA 18705	\$350M+	1988
41,85, 203	P	InterMetro Corporation Mktg Res., Industrial Des. Signage	Little League Baseball, Inc. Route 15 Williamsport, PA 07701	\$ 6M	1988
41 201	P	Little League Baseball, Inc. Fund raising programs, logo design	Tufts University 95 Talbot Ave, Medford, MA & 711 Washington St, Boston, MA	\$29M+	1988
41 203	P	Avery International Mktg Res., Consulting, Packaging Design, Display Graphics	Avery International 818 Oak Park Rd Covina CA 91724-3624	\$ 91M+	1988
85 201	P	Curtis Manufacturing Marketing Research, Product Design	Curtis Manufacturing Co, Inc 30 Fitzgerald Drive Jaffrey, NH 03452	\$52M+	1988
41,85 203	P	Sunbeam, Inc. Mkt. Research, Product, Packaging Design	Sunbeam Appliance Co. 1333 Butterfield Road Downer's Grove IL 60515	\$38M+	1987
41 201 203	P.	Millex Corporation Packaging, Collateral, Identity Program	Millex Incorporated 800 John Watts Drive Nicholasville, KY 40356	\$20M	1988
41 203	P	G.E. Silcone Packaging Design	General Electric Co. Silicone Products Div. 260 Hudson River Road Watertown, NY 12188	\$34M+	1987
41,85 201 203	P	Green Garden, Inc. Mktg Res., Packaging, Merchandising programs	Green Garden, Inc. P.O. Box 351 R.D. #5 Somerset, PA 15501	\$ 103M+	1987
		18			

12. The foregoing is a statement of facts

[Handwritten Signature]

Signature

Typed Name and Title: Samuel D. Shapiro,
V.P. Business Development

Date:

12/18/88

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Architect-Engineer
Related Services
for Specific
ProjectHarborfront Signage Project
Phase I - Boston

Date, if any:

NA

NA

3a. Name, Title & Telephone Number of Principal to Contact

Samuel Shapiro
Vice President
(617) 367-1008

3b. Address of office to perform work, if different from Item 3

3. Firm (or Joint-Venture) Name & Address

Spectrum Boston Consulting, Inc.
85 Chestnut Street
Boston, MA 02108NOTE: Staff of Architectural Subcontractor is
included in item #4

4. Personnel by Discipline: (List each person only once, by primary function.)

<input type="checkbox"/> Administrative	<input type="checkbox"/> Oceanographers	<input type="checkbox"/> 2 Office Support
<input type="checkbox"/> 35 Architects	<input type="checkbox"/> 2 Planners: Urban/Regional	<input type="checkbox"/> 1 Industrial Designer
<input type="checkbox"/> Chemical Engineers	<input type="checkbox"/> Sanitary Engineers	<input type="checkbox"/> 1 Mktg./Research Dir.
<input type="checkbox"/> Civil Engineers	<input type="checkbox"/> Soils Engineers	<input type="checkbox"/> 1 Promotional Dir.
<input type="checkbox"/> 3 Construction Inspectors	<input type="checkbox"/> 2 Specification Writers	<input type="checkbox"/> 1 Business Dev. Spec.
<input type="checkbox"/> 13 Draftsmen	<input type="checkbox"/> Structural Engineers	
<input type="checkbox"/> Ecologists	<input type="checkbox"/> Surveyors	
<input type="checkbox"/> Economists	<input type="checkbox"/> Transportation Engineers	<input type="checkbox"/> 73 Total Personnel incl. Sub-contractor

5. If submittal is by JOINT-VENTURE list participating firms and outline specific areas of responsibility (including administrative, technical and financial)
for each firm: (Attach SF 254 for each if not on file with Procuring Office.)

Qualifications and resume outlines of anticipated Architectural Subcontractor included.

if not already on file with the Contracting Office

Name & Address		Specialty	Worked with Prime before (Yes or No)
The Stubbins Associates, Inc. 1033 Massachusetts Avenue Cambridge, MA 02138		Architecture, Siting, Planning, Development, Signage	NO
1)			
2)			
3)			
4)			
5)			
6)			

a. Name & Title: Dale Edmondson
Senior Designer/Project Manager

b. Project Assignment:
Graphic Design - Supervision
Materials Specification

c. Name of Firm with which associated:
Spectrum Boston Consulting, Inc.

d. Years experience: With This Firm * With Other Firms *

e. Education: Degree(s) / Years / Specialization *

f. Active Registration: Year First Registered/Discipline *

g. Other Experience and Qualifications relevant to the proposed project

* NOTE: Resume included elsewhere in this submission

a. Name & Title: George F.W. Boesel
President

b. Project Assignment:
Project Supervisor
Research structure and interpretation

c. Name of Firm with which associated:
Spectrum Boston Consulting, Inc.

d. Years experience: With This Firm * With Other Firms *

e. Education: Degree(s) / Year / Specialization *

f. Active Registration: Year First Registered/Discipline *

g. Other Experience and Qualifications relevant to the proposed project

* NOTE: Resume included elsewhere in this submission

<p>a. Name and Title: Philip T. Seibert, ASID, IBD Vice President</p>	<p>a. Name and Title: Robert Chester Graphic Designer</p>
<p>b. Project Assignment Design Director</p>	<p>b. Project Assignment Graphic Designer/Coordination</p>
<p>c. Name of Firm with which associated: The Stubbins Associates, Inc.</p>	<p>c. Name of Firm with which associated: The Stubbins Associates, Inc.</p>
<p>d. Years experience: With This Firm <u>16</u> With Other Firms <u>5</u></p>	<p>d. Years experience: With This Firm <u>11/2</u> With Other Firms <u>7 1/2</u></p>
<p>e. Education: Degree(s)/Year/Specialization Rhode Island School of Design/1967/B. Fine Arts / Pratt Inst./Dept. of Interior Design - Harvard GSD Design - Profess.</p>	<p>e. Education: Degree(s)/Year/Specialization Bachelor of Fine Arts, Graphic Design 1979 Massachusetts College of Art</p>
<p>f. Active Registration: Year First Registered/Discipline ASID, IBD - 1972</p>	<p>f. Active Registration: Year First Registered/Discipline Society of Environmental Graphic Designers, 1988</p>
<p>g. Other Experience and Qualifications relevant to the proposed project: As Director of Interior Design, Mr. Seibert directs the comprehensive project process including programming, conceptual design, and the development and implementation of interior design, graphic design and site signage applications. Relevant project experience pertaining to the Harborwalk project include:</p> <ul style="list-style-type: none"> • Ronald Reagan Presidential Library • General Services Administration Building, Boston, Massachusetts • Harrah's Marina Hotel Casino, Atlantic City, New Jersey • Carnegie Center Master Plan and Exterior Sign System, Princeton, New Jersey • Tower Center Office and Hotel Complex, East Brunswick, New Jersey • The Federal Reserve Bank of Boston, Boston, Massachusetts • Dade County Administration Building in Miami, Florida • South Station Rapid Transit Station, Boston, Massachusetts 	<p>g. Other Experience and Qualifications relevant to the proposed project: As graphic designer, Mr. Chester is responsible for the analysis, conceptual design, development and implementation of major environmental graphic design programs. Relevant project experience pertaining to the Harborwalk project include:</p> <ul style="list-style-type: none"> • A graphics program for the South Station Rapid Transit Station in Boston, Massachusetts which encompassed directional, informational and conceptual signage designed to efficiently guide the public through the three levels of the station while creating a distinctive station identity through the use of artwork. • Fifth Avenue Place, Pittsburgh, Pennsylvania • Moller Steamship Company, Madison, New Jersey • Tower Center Office and Hotel Complex, East Brunswick, New Jersey • Doubletree Hotel, Albuquerque, New Mexico • Suffolk County Jail, Boston, Massachusetts

The Stubbins Associates
Architects, planners
Architectural Sub-Consultants

a. Project Name and Location	b. Nature of Firm's Responsibility	c. Owner's Name & Address	d. Completion Date (Actual or estimated)	Entire Project	Work for which Firm was/is responsible
Ronald Reagan Presidential Library Ventura County, CA	Architecture Interior Design Environmental Graphic Design	The Ronald Reagan Presidential Foundation	1990	30,000	100%
South Station Rapid Transit Station Boston, Massachusetts	Architecture Environmental Graphic Design	Massachusetts Bay Transportation Authority Boston, Massachusetts	1989	11,625	
The Federal Reserve Bank of Boston Boston, Massachusetts	Architecture Interior Design Environmental Graphic Design	Federal Reserve Bank of Boston Boston, Massachusetts	1978	77,000	100%
Dade County Administration Building Miami, Florida	Architecture Interior Design Environmental Graphic Design	Dade County Miami, Florida	1985	60,000	100%
The Thomas P. O'Neil, Jr Federal Building and Parking Garage Boston, Massachusetts	Architecture Interior Design Environmental Graphic Design	General Services Administration Boston, Massachusetts	1986	56,000	75%
Harrah's Marina Hotel Casino Atlantic City, New Jersey	Interior Design Environmental and Print Environmental Graphic Design	Harrah's (a subsidiary of Holiday Inns)	1981	135,000	100%
101, 202, and 210 Carnegie Center Princeton, New Jersey	Architecture	Carnegie Center Associates Princeton, New Jersey	1987	30,000	100%
Carnegie Center Master Plan Exterior Sign System Princeton, New Jersey	Master Plan Environmental Graphic Design	Carnegie Center Associates Princeton, New Jersey	1984	N/A	100%

9 The Stubbins Associates
Architects, Planners
Sub-Consultants

WATERFRONT
S741
1988

AUTHOR

SPECTRUM BOSTON

TITLE

DATE
LOANED

BORROWER'S NAME

BOSTON PUBLIC LIBRARY



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